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ABSTRACT

As part of a series on career and life planning for adults, this four-part booklet examines factors that affect job satisfaction and success. After introductory material noting today's tight job market, Part I lists the qualities employers want employees to have and then discusses: (1) job survival tactics, such as remaining knowledgeable of the company; (2) internal blocks to job satisfaction and success, such as absenteeism, lack of initiative, or a mismatch between personal work style and the company's work environment; (3) external blocks, such as company politics, over which the employee has no control; and (4) problems of coping after being laid off. Next, Part II considers job revitalization and includes an article by Carol Krucoff on methods of coping with job burnout, a questionnaire designed to measure the employee's degree of burnout, and a set of revitalization questions which requires the reader to evaluate his/her current job satisfaction, describe his/her "dream" job, and determine how the characteristics of the "dream" job can be realistically integrated into his/her work environment. Finally, exercises in Part III help the reader to consider the options available to persons suffering from job-related stress and in Part IV to develop an action plan for change. Appended are a 27-item bibliography and two articles dealing with burnout and career change. (JP/KL)

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JOB-KEEPING AND REVITALIZATION

Booklet Seven

The Career Life Assessment Skills Series

A Program to Meet Adult Developmental Needs

Bernadette M. Curtin
Fred J. Hecklinger

Project Directors

Vocational Guidance and Counseling Project

Conducted Under

Vocational Education Amendments of 1976

Public Law 94-482

1981

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The Career Life Assessment Skills Series
(CLASS)

This series consists of eight booklets which can be used in conjunction with the CLASS workshops or by themselves. The following topics are covered in the series.

BOOKLET ONE — YOUR UNIQUE SELF

This booklet helps you to look at your interests, skills, values, work values, and lifestyle preferences.

BOOKLET TWO — JOB MARKET INVESTIGATION

This booklet helps you to research careers, to identify possible new careers that may interest you, and to make effective decisions.

BOOKLET THREE — JOB CAMPAIGN STRATEGIES

This booklet helps you learn how to find a job, to know how to handle an interview, to write a resume, and to conduct an effective job search.

BOOKLET FOUR — THE FEDERAL EMPLOYMENT PROCESS

This booklet helps you to understand the federal employment process and outlines the best ways to look for a job with the federal government.

BOOKLET FIVE — ACADEMIC SURVIVAL SKILLS

This booklet helps you to deal with some of the learning skills needed to be successful when returning to school.

BOOKLET SIX — MID-LIFE AND CAREER TRANSITIONS

This booklet helps you to understand what kind of career and life changes people go through and to evaluate your own needs for change.

BOOKLET SEVEN — JOB-KEEPING AND REVITALIZATION

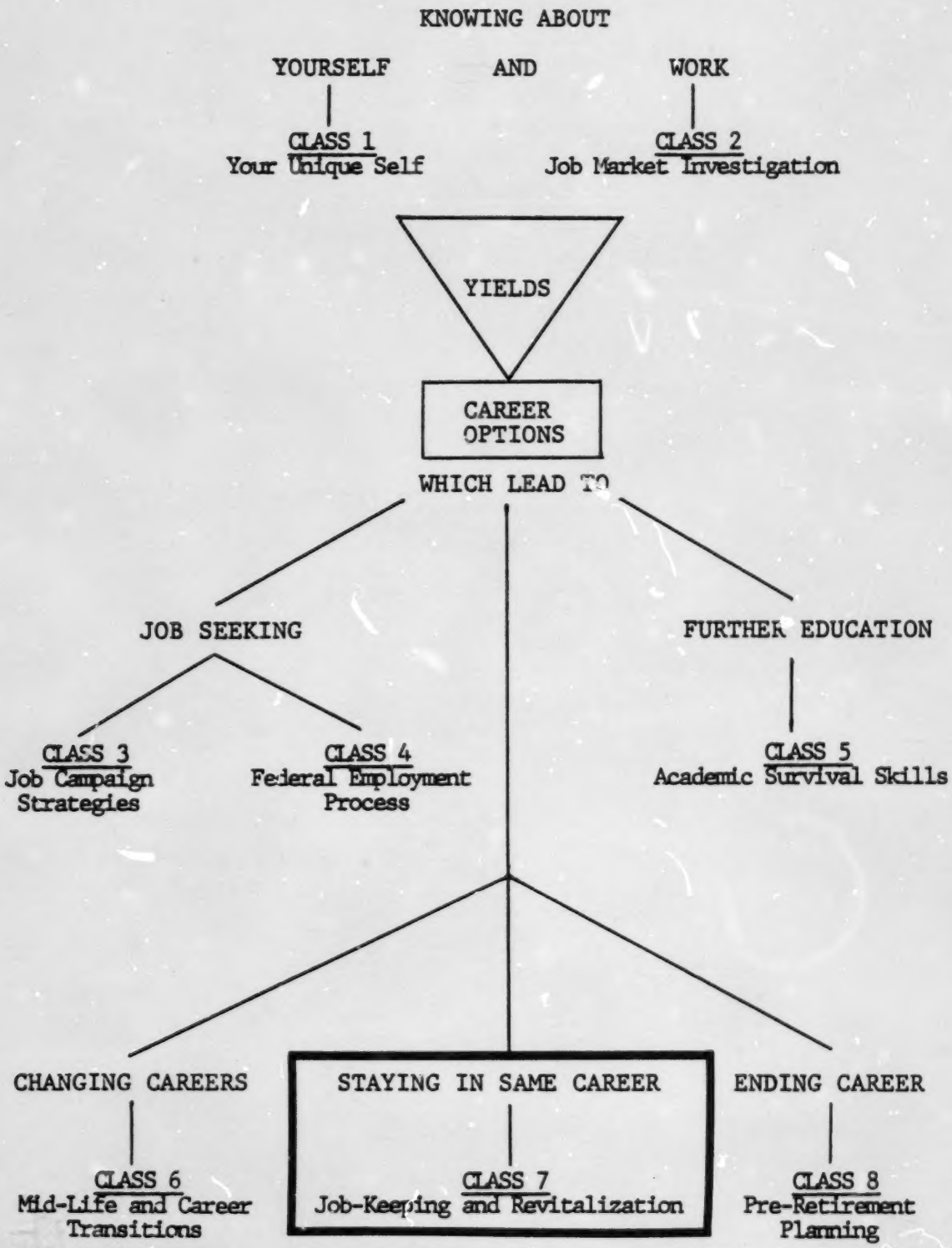
This booklet helps you to maintain your effectiveness and interest in your current job and suggests ways that you can breathe new life into your job.

BOOKLET EIGHT — PRE-RETIREMENT PLANNING

This booklet helps you to look at the important issues involved in planning for your retirement and gives you guidelines on how to get started with this process.

CAREER LIFE ASSESSMENT SKILLS SERIES

C.L.A.S.S.



CAREER LIFE PLANNING

Career life planning is a continual process of assessing where you are headed in your life and career and of deciding whether or not you wish to make changes. In order to make these life and career decisions it is important that you know about three distinct but essential areas:

- Yourself, which involves taking an inventory of your
  - --interests
  - --skills and abilities
  - --work values
  - --personal values
  - --temperament
  - --personality traits
  - --lifestyle preference
- The world of work, which involves the evaluation of your own career, if you have one, and other potential careers through
  - --research
  - --experience
  - --informational interviewing
  - --decision-making
  - --job revitalization
- Other opportunities not necessarily connected with work that may help you to change your lifestyle, such as
  - --education
  - --leisure activities
  - --community service
  - --retirement planning

After an in-depth look at your own goals and lifestyle preferences and a comprehensive evaluation of the career change and other options open to you, you will then be ready to make an effective decision.

Making a life or career decision is a big step. At this juncture, you will want to set up a plan to carry out your decision. This might include some of the following short-term goals:

- Obtain more specific training or "brush-up" work on a skill.
- Make some changes in your present job that will increase your job satisfaction.
- Up-date your resume.
- Make changes in your lifestyle.
- Improve your interviewing style.
- Return to school.
- Investigate other job opportunities.
- Become involved in community activities that interest you.
- Plan a second career to enter in a few years.
- Plan for your retirement.

The short-term goals that you establish for yourself will eventually help you to make the changes that you feel are appropriate to fulfill your life and career plans. It is only through planning, evaluating, investigating, reviewing, and decision-making that you can begin to put the career planning process to work for you.

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JOB-KEEPING AND REVITALIZATION

Booklet Seven

Career Life Assessment Skills Series

(CLASS)

Job-keeping and job-revitalization are major concerns for the 1980's because of our topsy-turvy economy, the competitive labor market, and the lack of upward mobility possibilities. That "locked-in" feeling where you think you have no place to go in your job or your life makes for tremendous job or life dissatisfaction.

Some of the trends you face in our tight labor market are:

- the energy shortage causing serious economic difficulty to businesses and to individuals
- the economic situation fluctuating with inflation and recession at our heels
- the "baby boom" people now in the labor market compete for jobs
- the high career expectations of people causing increased competition in the labor market at mid-management levels.

These socio-economic trends serve as a constant reminder that you must work on your job-keeping and revitalization skills. These skills may mean your survival in a tight employment squeeze.

This booklet will outline some job-keeping and revitalization strategies which may help you to hold on to your job in this era of lay-offs and cut-backs, and it will also help you to cope with

- possible firings or lay-offs
- excess stress
- burnout
- job dissatisfaction

Certain coping skills and goal-setting can be used to assist you through these life transitions.

I. JOB-KEEPING SKILLS

How can you possibly prevent losing your job in the 80's? Prepare, plan, and develop yourself to meet the challenge of keeping your job. There are certain skills that might help you hold on to your job and possibly assist you in reaching your career goals. Think of some job-keeping skills now.

Consider yourself a boss--what job-keeping skills would you like your employees to have?

Now check your list with some top job-keeping skills employers would like their employees to have according to the Virginia Employment Commission.

- Ability to do the job well--develop your know-how and competence.
- Initiative--work on your own without constant direction.
- Dependability--being there when you are needed.
- Reliability--getting the job done.
- Efficiency--being accurate and capable.
- Loyalty--being faithful.
- Maturity--handling problems well.
- Cheerfulness--being pleasant to be with.
- Helpfulness--willing to pitch in and help out.
- Unselfishness--helping in a bind even though it is not your responsibility.
- Perseverance--carrying on with a tedious project.

- Responsible--taking care of your duties.
- Creative--looking for new ways to solve your employer's problems.

Developing these skills cannot guarantee your present position will remain intact, but an employer would find it very difficult if not impossible to fire an employee with these qualities. A valuable employee is a tremendous asset to any business and you may wish to become valuable through developing these skills.

What job-keeping skills do you need to work on in the future?

How do you plan to develop these skills?

Other things you may wish to consider for your job-keeping and revitalization program are some job survival tactics.

A. Job Survival Tactics

"Survival of the fittest" may be a disappointing cliche in the 1980's. How can you be considered the "fittest" and survive in the job market? Well, in addition to the job-keeping skills mentioned above, there are some specific survival tactics you can put to work for you.

- Learn to read the management signs. Be aware of the company policy and look for danger signals such as cut-backs, lay-offs and firings before they happen. Maybe you can save your job or move to another one beforehand rather than hiding your head in the sand and saying "That would never happen to me!"

- Document your achievements. What have you accomplished and when is valuable information for raises, promotions, and to keep your job. Make significant contributions to the company through your creative or efficient problem-solving and keep a log of these contributions.

- Get out of your box. Open your eyes to other areas within the company and develop skills that would cross over. If someone is sick for the day, ask to fill-in in their place to broaden your base of knowledge about the company. The more skills you possess, the harder you are to lose.

- Prepare for the next job. You may need more training which could include one or more of the following possibilities:

  -- apprenticeships
  -- community college
  -- weekend college
  -- private, trade or technical schools
  -- home study through correspondence courses
  -- industrial training programs
  -- government training programs - U.S. Department of Agriculture
  -- military training
  -- cooperative education
  -- four-year college or university

- Promote yourself. This is uncomfortable for many people but think of it as informing others in your company of what you are doing. Talk about your accomplishments with co-workers and supervisors to keep them up to date with your projects.

- Think success. What are your motivating skills? Certain things you do give you a thrill of success and it could be organizing a baseball game or raising funds for your PTA. Pick these skills out and use them in your everyday life. If organizing is your motivating skill then use it at work to reorganize those outdated files. If raising funds really thrills you then build this into your work or life.

These survival tactics can help you broaden your job outlook and hopefully give you some additional job-keeping hints.

Job security really comes from the inside of you rather than outside. Develop that security by learning to be as adaptable as possible in the 1980's.

Preparation for your job-keeping and revitalization program includes not only knowing about job-keeping skills and job-survival tactics, but also knowing what you would like to work on in this area. There may be certain concerns you have and these may be blocking your job satisfaction.

Why is job-keeping and revitalization important to you?

What problems are you facing in this area? What is stopping you from finding job satisfaction?

These concerns or problems you've listed could be called blocks, and could fall into two different categories: internal and external. An internal block usually stems from inside you whereas an external block is found outside of your control. Some examples of internal and external blocks are:

Internal Blocks (inside you)	External Blocks (outside you)
fear of change	economy
avoidance of risk	no upward mobility
health reasons	financial limits
stress	lack of other opportunities
fear of success	lack of education or training
fear of failure	geographic location

List the blocks that you find are stopping your career/life satisfaction:

Internal: External:

What can you do to overcome these blocks? What is in your control?

Internal External

B. Internal Blocks

Some people will not be prepared to meet the job demands of the 1980's and many lose their jobs because of this. Some internal blocks to job satisfactions are due to repeated work habits that are not consistent with company policy. According to the Virginia Employment Commission (VEC) there are specific reasons why employees lose their jobs. The following internal blocks could hurt your job-keeping efforts.

- Absense or constant tardiness without cause
- Trouble-making
- Too much attention to outside interests
- Lack of initiative
- Disloyalty
- Irresponsibility
- Misrepresentation
- Lack of adaptability
- Carelessness
- Unwillingness to follow rules
- Laziness

These internal blocks are within your control. If you are having difficulty with one or more of these blocks you may wish to seek additional assistance from our counselors.

In order to avoid job-keeping problems and survive in your job you may want to evaluate your work style. Sometimes an internal block may be standing in your way. If you do not work well under pressure then you may wish to avoid a company that must meet deadlines constantly. Likewise if you have family responsibilities then you may want your employer to be flexible about your working hours to allow time for doctor or dental appointments. Try to match your work style with the company, agency, or corporation beforehand. You may have to compromise on some of your work style preferences, but consider your values here and give them priority. These things are within your control.

Some work styles you may wish to consider might be:

part-time work	local travel--one day or all the time
consulting	overnight travel
working whenever you feel like it	constant pressure
weekend work	night work
working out of your home	on-call basis
moving every 1-3 years	physical labor outside
job sharing	9-5 job
overtime requirements	repetitive work
	flexible schedule or flex-time

What work style appeals to you the most and how would this fit in with your life style? For example:

Life Style Requirements	Work Style Requirements
make $20,000 a year	9-5 administrative assistant job
support 2 children, a house, and one car	flexi-time schedule for doctor's appointments
be with children as much as possible	no overnight travel or weekend work
children a top priority	no moving required

What are your requirements?

Life Style Requirements	Work Style Requirements

C. External Blocks

Generally, the higher up you are in the organization, the more prone you are to company politics and organizational shifts which could eliminate your position entirely. or just force you out of your job. These happenings could be called external blocks to job keeping because most times they are not within your control, whereas internal blocks are within your control. This is a traumatic life event and should be considered as such by the person fired or laid-off and by his/her family. Unexpected and unwanted career change is very frightening, mainly because it is outside of your control. If you plan and execute a change, you are in control and choosing the change rather than having that change forced upon you. This is the big difference in being fired or laid-off from your job. If this happens to you, what should you do first?

- Expect to feel angry, sad, depressed and lost for a while. These emotions are normal and natural after a loss.

- Don't expect to solve this problem right away. Relax and be good to yourself. Buy yourself a steak dinner.

- Be constructive. You have options available. It could even turn out to be positive in the long run.

- Involve your family. Build a support system for yourself where you can "be yourself." Talk, cry, rant and rave, let it all out. Some excellent resources for people suffering job loss are:

  Job Hunting After Forty, Lou Albee. Arco Publishing Co., 1972.

  How to Survive the Loss of a Love, Melba Calgrove, Harold Bloomfield and Peter McWilliams. Bantam Press, 1977.

By using your job-keeping skills and job-survival tactics mentioned in this booklet, you will reduce the likelihood of suffering the traumatic event of a firing or lay-off personally. But you should still be aware of the 1980's employment crunch and prepare yourself accordingly.

II. JOB-REVITALIZATION

Dissatisfaction with your job is considered one of the major concerns to be faced during a mid-life evaluation. It is quite normal for you to carefully examine your career pattern and life style objectively. This section of Booklet Seven will help you to look at your job dissatisfaction, evaluate your present stresses, suggest creative coping strategies, and consider some options available to you.

A total job-keeping/job-revitalization program demands that you take a good look at the job you are presently in. It is not unusual for you to dislike a job that you are thoroughly familiar with because this often leads to boredom. Oftentimes we think the unknown is more attractive and appealing simply because it is unknown. This "grass is always greener" dream can cause further frustration and anxiety because the unknown is not always better; rather, it can be worse. Change for the sake of change can lead to a career mistake. In order to avoid this problem, you may wish to evaluate your present situation, identify some possible options, and then make some tentative plans to improve your situation.

Has your job become boring and frustrating? Are you under a great deal of stress or pressure on your job? Are you burning yourself out? Job burnout simply means too much of a good job. Take time now to complete the following burnout test which has been devised by Martha Bramhall, a noted burnout specialist.

DO YOU DREAD GOING TO WORK?

Rate each question on a scale of 1 to 5--with 1 meaning never, 2 rarely, 3 sometimes, 4 often, and 5 always:

DO YOU:

1. Worry at night and have trouble sleeping?
2. Feel less competent or effective than you used to feel?
3. Consider yourself unappreciated or "used" on the job?
4. Always feel tired, even when you get enough sleep?
5. Dread going to work?
6. Get angry and irritated easily?
7. Have recurring headaches, stomach aches or lower back pain?
8. Feel overwhelmed?

ARE YOU:

9. Always watching the clock?
10. Avoiding conversation with coworkers?
11. Rigidly applying the rules without considering more creative solutions?
12. Increasing your use of alcohol or drugs?
13. Automatically expressing negative attitudes?
14. Excessively absent?

DOES YOUR JOB:

15. Overload you with work?
16. Deny you breaks, lunch time, sick leave or vacation?
17. Demand long shifts and frequent overtime?

18. Pay too little?
19. Lack access to a social-professional support group?
20. Depend on capricious funding sources?
21. Not have enough funds to accomplish agency goals?
22. Lack clear guidelines?
23. Entail so many different tasks that you feel fragmented?
24. Require you to deal with rapid program changes?
25. Demand coping with negative community image and/or an angry public?

IF YOU SCORED:

25 to 35 - You appear impressively mellow, with almost no job stress and seem practically burnout-proof.

36 to 50 - You express a low amount of job-related stress and are not likely to burn out. Look over those questions you scored 3 or above, and think about ways you can reduce the stresses involved.

51 to 70 - You seem to be under a moderate amount of stress on the job and have a fair chance of burning out. For each question you scored 4 or above, consider ways you can reduce the stresses involved. If possible, take action to improve your attitude or the situation surrounding those things that trouble you most.

71 to 90 - You express a high amount of job-related stress and may have begun to burn out. Consider studying stress reduction, assertiveness and burnout prevention. Mark each question you scored 4 or above, and rank them in order of their affect on you--beginning with the ones that bother you most. For at least your top three, make a list of ways you can reduce the stresses involved and take action to improve your attitude and/or the situation. If your body is reflecting this stress, get a medical checkup.

90 & above - You seem to be under a dangerous amount of stress and are probably nearing an advanced stage of burnout. Without some changes in your behaviors, attitude and job situation your potential for succumbing to stress-related illness is high. Consider taking classes in stress reduction and burnout prevention and/or seeking professional help.

The following reprint from the Washington Post offers some excellent solutions to a burnout problem. Also you may want to read the article in Appendix A of this booklet, "Turning Job Burnout into Self-Renewal," for additional suggestions.

Reprint by author's permission from Washington Post Style Plus, August 5, 1980, p. B 5.

CAREERS: Confronting On-the-Job Burnout

By Carol Krucoff

Once, long ago, Ed liked his job. As an idealistic young attorney, he had dedicated most of his waking hours to his work at the legal aid clinic. But after four years of unending demands, low pay, bureaucratic snarls and a cramped work environment--something snapped.

Now he is constantly cynical, irritable and fatigued. He misses deadlines, lacks initiative and just puts in time.

Evelyn throws up each morning before work. Her dread of another day at her counseling job with the community drug treatment center causes her to lose sleep, feel sick and drink a lot.

She feels she's no longer effective on the job, thinks other staffers are out to het her and has fleetingly considered suicide.

These are extreme examples of "the burnout syndrome," says Martha Bramhall, a Maryland social worker who has helped hundreds of people deal with this debilitating process through her Burnout Prevention Workshops.

"Burnout is a widely prevalent, but subtle thief of effectiveness," she says. "It is characterized by emotional exhaustion, apathy and disinterest and can spread from one worker to another until it poisons an entire organization."

Workers in any job--from cab driving to homemaking to brain surgery--can become burnout victims. "Approximately 85 percent of the professional work force," says Colorado psychologist Randy Kunkel, "is at some stage of burnout at all times."

At a recent conference for Federally Employed Women, a session on burnout had a standing-room-only audience. National Education Association president Willard H. McGuire has called burnout among teachers "a major new malady. . . that threatens to reach epidemic proportions."

Human service workers--counselors, health professionals, police officers--are particularly prone to burnout, says social worker Bramhall, whose workshops are geared to those in the "helping professions."

"These people are intimately involved with the psychological, social or physical problems of troubled human beings," she says. "Those who are unable to cope with the draining, ongoing stresses of such positions may become burned out and react in a variety of dysfunctional and nonproductive ways.

"For example, they may start categorizing clients without considering the person's individual needs--calling someone 'just another unwed mother like any other.' Or they may apply some derogatory label to make the client seem less human or real--like 'that coronary in 4-G.'

"Some burnout victims start rigidly applying rules because they are too emotionally exhausted to consider more creative solutions. Others just get negative about everything. A person who once had lots of ideas may now just try to rain on everyone's parade."

A burned out person's health and personal life usually also are affected. "They may be constantly tired," says Bramhall, "experience physical ailments like headaches and backaches and withdraw from people at work and at home."

The irony of burnout, she says, "is that it's usually the dedicated people who get it. Often they're the ones who put in lots of overtime and feel they've got to get everyone's problem solved. People who don't care don't burn out."

Bramhall--herself "twice burned"--is intimately acquainted with the problem. Her first burnout bout occurred 12 years ago when she worked for a crisis hotline.

"I started out thrilled," she recalled. "But I was working double and triple shifts in addition to getting my degree and raising two small children. I had several draining, chronic callers and little chance to see positive results.

"After awhile, I would lay back with the other hotline workers, and we'd tell each other 'it's your turn to answer' whenever the phone rang."

Her next job as a psychiatric technician "started out great, then became mired in an irrational hierarchy of command. Plus I was assigned rotating shifts so my body was always trying to adjust to weird hours. I totally lost my sense of humor."

One day she found herself taking out her frustrations by yelling at a severely disturbed patient. Soon after, she quit. "But I realized it wasn't just me," she noted. "All around me, really good people were more and more just working by the job description instead of putting their hearts into it."

After reading an article by burnout research pioneer Christina Maslach, a California psychologist, Bramhall decided to go back to school and write her thesis on the problem.

Her research led to development of a burnout prevention and treatment plan that seeks to break the cycle of emotional and physical exhaustion characterizing burnout victims.

"It touches both attitudinal and environmental causes," she says, "and includes corrective work in diet, exercise, rest, personal relationships and work habits."

Former "burned-out" clients say the treatment program has helped them make changes in their attitudes and job situations that allow them to recapture their enthusiasm for work.

"It took me about a year to go from burnout to health," recalls a former teacher of emotionally-handicapped children. "I had gotten to the point where I would look in the mirror and not be sure who that person was."

A major job stress was a classroom with too few, inadequately trained aides "so I could only go to the bathroom infrequently, with anxiety, never knowing what I'd find when I got back." A second stress was the snarl of paperwork that required "7 days a week, 10 hours a day to get done.

"But Martha helped me see that a lot of the things I was doing made it worse. My own perfectionism was part of my problem. I never took time for myself or a sick day--except to catch up on paperwork.

"I had let my personal life deteriorate to shambles, was eating lots of fast food--or nothing at all--and getting little sleep. I needed to nurture myself, too, to be able to nurture the kids."

Currently in a nonteaching job "getting myself back together" this person "joined a support group, redefined my career goals, started swimming and taking vitamins and became very aware of the pressure problems so I don't let myself get to the burnout point again."

Sums up Eleanor Widman, whose commitment to running a complex volunteer program left her feeling "trapped, angry and overwhelmed:

"I learned that burnout can happen to anyone, and that it's important to ask for help. If you don't take care of yourself, you can't take care of your job. And you must never lose your ability to laugh."

REGIMEN FOR RECOVERY

"Burnout may be overcome and prevented," says social worker Martha Bramhall, "but it takes marked behavioral and situational changes."

She has devised a treatment plan, beginning with a four-week phase "where the burned out worker schedules his or her time as if ill and in need of special care and extra rest."

Among the crucial elements of this four-week regimen:

Diet--Eat a "diet of high protein with six small meals a day. . . to keep the blood sugar constant under stress." She recommends vitamin supplements and foods high in the stress vitamins--C, B2, B6--and pantothenic acid. (She advises checking with your doctor before going on this or any other dietary regime.)

Exercise--Perform a daily energizing and relaxing routine. For energy, pick an exercise--like walking, jogging or swimming--that works the heart and lungs. For relaxation, try meditation, a relaxation tape or lying quietly and concentrating on your breathing.

Rest--Get at least seven hours a night. Take a 15-minute rest period in the morning and the afternoon.

Personal Relationships--Cut back on draining social interactions. If possible, single out a trustworthy friend and share your emotions. Try to begin analyzing the process of how the exhaustion happened. (Don't push too hard for explanations at first--concentrate instead on changing the behaviors.)

Work Habits--Set up a plan that will let you cut back on some of the most exhausting tasks. Try temporary job sharing with co-workers, meeting only the most important needs or using some sick leave.

Implement these elements in a four-week plan:

Week One--Ask for support and help in carrying through the regime from your friends, family, colleagues and supervisor. Ask for simple favors from others--like getting you a cup of coffee--twice a day for the entire four weeks.

Spend reduced time in the office, but don't take extended leave. A vacation alone won't cure or prevent burnout. Cut back on your most stress-provoking duties. Each morning write out a schedule that allows you to alternate performing different kinds of tasks.

Week Two--Add some hours, but continue reduced time at work. Resume some, but not all, of your most stress-provoking duties. Try to take a three-day weekend at some place restful.

Week Three--Go back to work full time. Have someone help you take an objective look at your work setting and list the situational factors that are distressing (work overload, excessive paperwork, cramped or ugly surroundings). Begin to analyze how you typically react to these stressors, and decide what attitudes or values you have that help you react this way.

Week Four--Bring work back to its normal level. Examine your list of situational stressors and your typical reactions and decide which you are able to change. Prioritize these factors, design a change strategy and build a time frame for each. Share your plan with those at work who can be helpful and supportive. Form an ongoing support group which meets on a weekly basis.

"Remember that no matter what the individual worker does to deal with work-related stress," Bramhall says, "conditions of work overload, excessive overtime, no sanctioned time out and excessive amounts of paperwork will continue to deplete the energies and potentials of good workers."

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Now that you have measured your burnout and job dissatisfaction, further examination of your present situation is necessary. The job revitalization questions below are important for you to consider in this process.

Revitalization Questions

1. What are three positive and three negative things about your present or last job?

Positives

a)

b)

c)

Negatives

a)

b)

c)

Evaluate: How do your positive and negative things compare? Do the negatives overwhelm the positives, or do the positives make up for your negatives? For example, as a teacher, your summer vacation may make up for the lower salary scale. Just how bad are your negative things? Are there any creative ways of dealing with your negatives? For example, if you dislike your supervisor, you may wish to transfer to a similar position within your company. A change of scenery, co-workers, and boss may make a world of difference to your morale. What are some creative ways to deal with your negative list?

2. How much is job satisfaction worth to you? What, if anything, are you willing to give up--free time, some income, socializing? How much of a risk are you willing to take? List three of each.

Risks I Am Willing to Take	Risks I Am Not Willing to Take
a)	a)
b)	b)
c)	c)

Evaluate: A willingness to take risks goes hand in hand with job satisfaction. In order to change or revitalize your present situation, you may have to risk something of value to you. It could be money, loss of prestige, loss of personal time. Risk is what makes mid-life change so difficult for most adults. Consider your values and your options in your quest for job satisfaction. For example, Janet Guthrie gave up a financially rewarding career as a physicist to pursue race car driving. George Kennedy, the actor, left a secure army life to follow his dream to Hollywood. There are many unsung examples of mid-life risk takers found everywhere. The person who sells all to open her own business is becoming more acceptable and admired. You should expect a certain amount of risk in any career/life change. How much is job satisfaction worth to you?

3. Describe your perfect dream job. What exactly would you do every day?

Evaluate: Is there such a thing as a perfect job? A perfect life? What parts of your dream job are most important to you? What parts are secondary?

4. How can you integrate the most important parts of your dream job into your job now, or can you? What are the options open to you?

Just think where we'd be if the Wright brothers hadn't done a little daydreaming!

5. What did you dream of achieving in your career and/or life when you were a teenager? What did you dream of becoming in your youth? What were your expectations of yourself?

   I dreamt I would be. . .

6. What realistic things can you expect to accomplish in your career and/or life?

   I realistically can. . .

Evaluate: The "dream" of your youth can sometimes become an uncomfortable reality in adulthood if you haven't re-evaluated your childhood fantasies. Mid-life can trigger this re-evaluation of your "dream" and by matching it more closely with your accomplishments you will have successfully dealt with an important adult developmental task. In the process of re-evaluating your "dream" you may need to redefine your idea of success. If you asked five friends what success meant to them, you may get five different answers.

Success means different things to different people. Your values determine what success is to you. If you are interested in uncovering your values, you may wish to refer to Booklet One of this CLASS Series. You may think success is managing a household, three children and a part-time job; whereas someone else may define success solely in terms of money, vacations, and luxury. In any career or life change, you may wish to more closely examine what your "dream" of accomplishment is, what your realistic goals are, and what your definition of success is now.

These questions on job revitalization have been formulated to help you get started in your job revitalization project by carefully examining your present situation. Another part of the job keeping and revitalization process is considering your present stresses in life.

III. STRESS

Stress is a by-product of some event in your life. It is your body's reaction to what you see as a challenge or threat. You cannot escape stress because it is part of your life, which helps you to grow and to meet certain life demands. It is excessive and continuous amounts of stress that can be considered harmful to you emotionally and physically. Most people are able to handle everyday problems without facing undue stress. If you react dramatically to life's upsets and have symptoms such as depression, chronic anxiety, insomnia, loss of appetite, you may wish to talk about this with a counselor; because there are ways of reducing stress in your life. It is likely that you will face stressful periods in life, which may be a job loss, an ill child, a re-location or simply a change in your routine.

Rate yourself on the following stress scale and tally your results.

SELF-EVALUATION: THE GLAZER STRESSCONTROL LIFE-STYLE QUESTIONNAIRE*

As you can see, each scale below is composed of a pair of adjectives or phrases separated by a series of horizontal lines. Each pair has been chosen to represent two kinds of contrasting behavior. Each of us belongs somewhere along the line between the two extremes. Since most of us are neither the most competitive nor the least competitive person we know, put a check mark where you think you belong between the two extremes.

		1 2 3 4 5 6 7	
1.	Doesn't mind leaving things temporarily unfinished	_ _ _ _ _ _ _	Must get things finished once started
2.	Calm and unhurried about appointments	_ _ _ _ _ _ _	Never late for appointments
3.	Non-competitive	_ _ _ _ _ _ _	Highly competitive
4.	Listens well, lets others finish speaking	_ _ _ _ _ _ _	Anticipates others in conversation (nods, interrupts, finishes sentences for the other)
5.	Never in a hurry, even when pressured	_ _ _ _ _ _ _	Always in a hurry
6.	Able to wait calmly	_ _ _ _ _ _ _	Uneasy when waiting
7.	Easygoing	_ _ _ _ _ _ _	Always going full speed ahead
8.	Takes one thing at a time	_ _ _ _ _ _ _	Tries to do more than one thing at a time, thinks about what to do next
9.	Slow and deliberate in speech	_ _ _ _ _ _ _	Vigorous and forceful in speech (uses a lot of gestures)
10.	Concerned with satisfying himself, not others	_ _ _ _ _ _ _	Wants recognition by others for a job well done
11.	Slow doing things	_ _ _ _ _ _ _	Fast doing things (eating, walking, etc.)
12.	Easygoing	_ _ _ _ _ _ _	Hard driving
13.	Expresses feelings openly	_ _ _ _ _ _ _	Holds feelings in

*Type A Behavior and Your Heart, M. Friedman and R. Rosen. Faucette Publishing Co., 1974.

14.	Has a large number of interests	_ _ _ _ _ _ _	Few interests outside work
15.	Satisfied with job	_ _ _ _ _ _ _	Ambitious, wants quick advancement on job
16.	Never sets own deadlines	_ _ _ _ _ _ _	Often sets own deadlines
17.	Feels limited responsibility	_ _ _ _ _ _ _	Always feels responsible
18.	Never judges things in terms of numbers	_ _ _ _ _ _ _	Often judges performance in terms of numbers (how many, how much)
19.	Casual about work	_ _ _ _ _ _ _	Takes work very seriously (works weekends, brings work home)
20.	Not very precise	_ _ _ _ _ _ _	Very precise (careful about detail)
	Total each column:	_ _ _ _ _ _ _	Add all your totals = Grand Total____

If your grand total on this stress scale is between 30-59 you are considered a "Type B" or a low-stress person. If you fall in the 60-79 group, you have an average level of stress in your life. Between 80-110 your stress is high, and you may want to start using some stress-reducing techniques. Between 110-140, you are considered a "Type A" personality, which means you are stress-prone because of your competitive, impatient, and aggressive behaviors. You should introduce a stress-reducing campaign into your life to prevent the possibility of stress-related ailments.

Elimination of stress is not a realistic way of handling stress in our complex society. If stress is a problem for you in your life and/or career, then the following creative coping techniques may be helpful to you. Implement as many into your life as you can, especially if your score on this stress test was high.

TECHNIQUES FOR HANDLING STRESS

1. Learn to use leisure activities to relieve stress.
2. Practice worry control: Leave work at work; don't worry about problems you cannot do anything about.
3. If a worry keeps nagging you--Ask, "What is the worst that can happen?"
4. Set priorities--especially if handling dozens of tasks during the day.
5. Remind yourself that some things are worth doing poorly.
6. Put your money where your time is if possible. Example: Pay someone to chauffeur the kids.
7. Take some self-indulgence time everyday, even if only 15 minutes.
8. If there have been a number of major changes in your life in the past year, don't overstress yourself by adding more.
9. Try to minimize hassles in your life by revamping your attitudes.
10. Pay attention to your uplifts--one small, ordinary thing that made you feel good.
11. After you have weathered a tense situation, try to analyze how you coped.
12. Try to listen to what you are telling yourself about a problem.
13. Remind yourself that not everyone has to like you.
14. Try exercising regularly.
15. If everything seems to be going wrong, try taking control of your life in a new way.
16. If you are suffering from anxiety, depression, headaches or other stress related symptoms, consider getting outside help.
17. Take a look at your daily diet to make sure you are getting adequate nutrition.

Stress by itself is not bad for you; it is your way of dealing with stress that may be harmful. Recognize those stress signs in yourself and put some or all of the techniques to work for you.

IV. PULLING IT ALL TOGETHER

So far this booklet has offered you a variety of problem solving techniques which include:

- examining your job-keeping skills
- looking at job-survival tactics for the 80's
- considering alternative working styles
- dealing with a firing or lay-off
- handling job burnout
- reviewing your present job in job-revitalization terms
- investigating the topic of stress

The primary focus of this booklet has been to offer you options. Whatever career or life transitions you face now or in the future, you must always know that there are alternatives for you.

How do you develop these options or even know about them? A good way to meet a situation head-on is to brainstorm or think of every possibility available to you, without considering its consequence. You can cross off the options that are not desirable later. You can do this alone or with a group of friends. The more options listed the better. For practice's sake, let's consider Sara, who is burned out and under stress in her present position as an administrative assistant. Some possible alternatives for Sara might be:

- Create a new job for herself.
- Lateral move within her company. Same type of job but a new boss and environment could help.
- Lateral move outside her company.
- Get promoted.
- Change the undesirable parts of job description--negotiate with the boss.
- Switch jobs with someone else temporarily or permanently.
- Get demoted, which may lead to a better job later and/or job satisfaction.
- Change careers entirely.
- Not to work at all.
- Work part-time or job-share.
- Stick with the job and find fulfillment elsewhere.

Can you think of any more options for Sara? If so, please list below:

How would you handle this problem if you were or are overworked, under stress and burned out? What career or life options are acceptable to you now?

Develop a tentative plan of action based on the options that are most acceptable to you. What can you accomplish within the week?

Within three months?

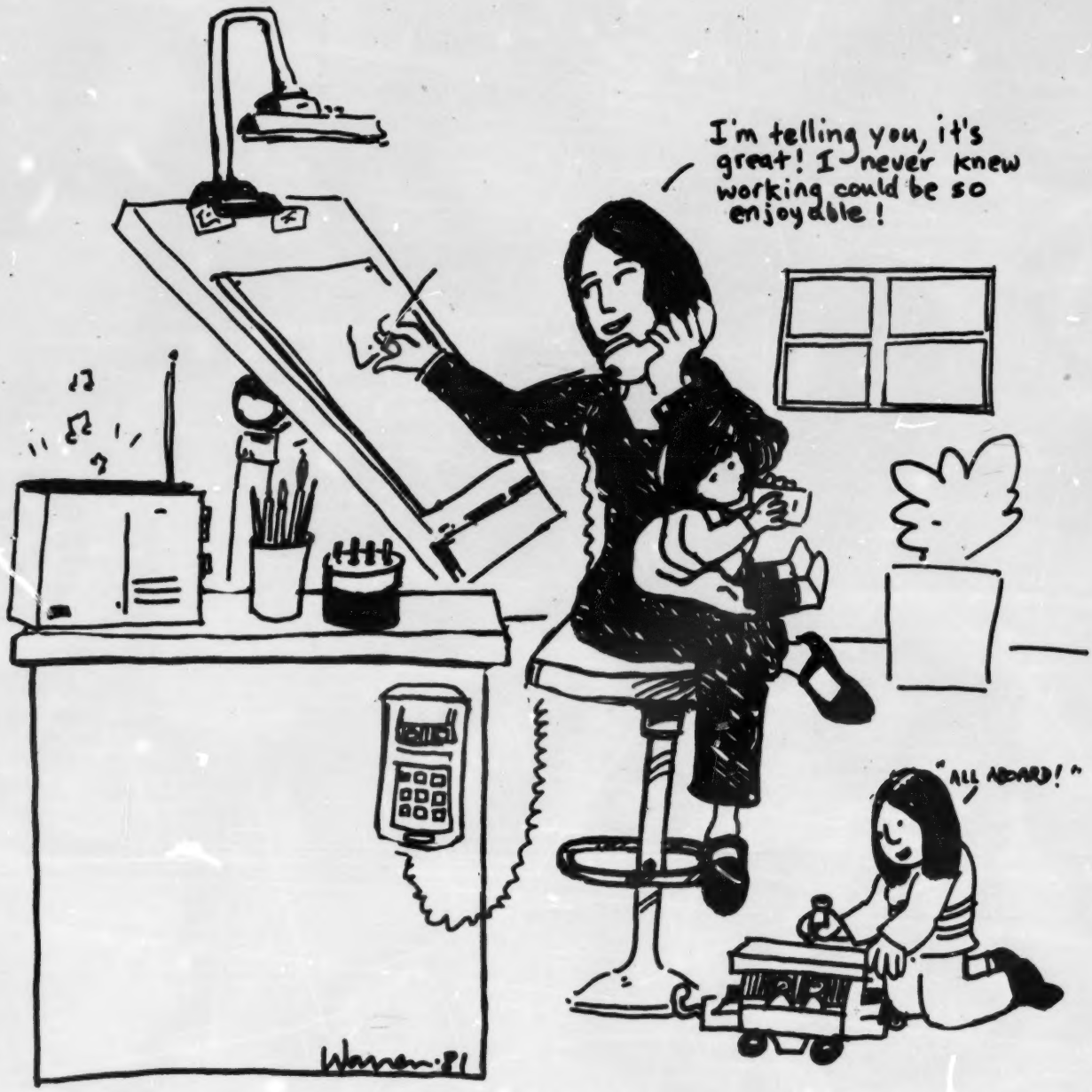
Within six months?

Within one year?

After using all of the job-keeping and job-revitalization strategies mentioned here, you may be considering a job change. If you still have a question in your mind, you may wish to read an article from Redbook, "Is it Time to Leave Your Job?", to clarify your decision. It is Appendix B of this booklet.

The topics of job-keeping and job-revitalization are relatively new areas of concern for professionals and working people alike. Beware of simple solutions for your complex career or life problems.

Consider all the options available to you and then investigate the possible options from all sides. Remember you are not alone. Adults do not stop growing and developing at age 21, but rather can face difficult transitions at any age. As professionals dig deeper into the adult developmental process, the more information you will have to assist you in your own growth process. Meanwhile, this booklet has been designed to assist you in only one aspect of this process --job-keeping and job-revitalization.



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APPENDIX A

Turning job burnout into self-renewal

SUZANNE HOWARD and PEG DOWNEY

Despite several years of affirmative action and equal opportunity legislation, women in academe are far from achieving equal status with men, report the authors. As society in general enters a period of declining opportunities for advancement in the work force, they offer strategies for enhancing one's professional career.

Opportunities for women *are* increasing. Yet, the increases are disturbingly slight, and women still are grossly underrepresented in leadership positions.

Whatever the segment of the university population—student body, administration, deans, or trustees—men occupy the more prestigious positions in the hierarchy. This situation, the underrepresentation of women in leadership positions, is particularly true at the large, public, coeducational institutions. More opportunities for leadership are available to women at the smaller, private institutions, or at women's colleges. Yet, even at women's colleges, women are concentrated in the lower echelons of the various hierarchies.

While slight gains have been made during the seventies, inequalities still exist in power and resources.

The most salient findings of a recent American Association of University Women (AAUW) study on women in higher education (Howard, 1978) are highlighted below:

- Of full-time faculty, 25 percent are women. This is *no* increase from the 1970 national statistic, which was also 25 percent.
- The higher the rank, the fewer the women. Women comprise 8 percent of the full professors, 16 percent of the associate professors, 28 percent of the assistant professors, and 49 percent at the instructor rank.
- Women lag behind men in salary as well as rank, according to a recent study done by the American Association of University Professors. In 1979, the average salary for a male professor was $21,080, but for a female professor it was $16,840—20 percent lower.
- The larger the institution, the fewer the women on the faculty. The percentage of women faculty members ranges from 22 percent at schools with more than 10,000 students to 37 percent at schools with an enrollment of fewer than 1,000.
- The larger the institution, the lower the proportion of women at the higher faculty ranks. The percentage of female full professors ranges from 7 percent at the largest schools to 23 percent at the smallest.
- Of the tenured, full-time faculty members, only 16.5 percent are women, an increase of one-half percent from 1973 to 1976.
- Women outnumber men in part-time positions and as instructors and lecturers. Their upward mobility is limited since few institutions provide tenure for part-time positions or for the two lower ranks.
- Women hold only 18 percent of all deanships; slightly more than one-third of the institutions in the total survey sample have *NO* women in deanships.
- Although the proportion of women in top-level administrative posts has increased slightly since 1970, women still are grossly underrepresented.
- Women who do hold administrative posts are still clustered in the middle- and low-level positions. Women rarely occupy the highest administrative posts of president, chief aca-

demic officer, business officer, and development officer. As was true in 1967-1970, women are most likely to hold positions related to student services and external affairs, such as director of student health, counseling, or placement; librarian; dean of students; or director of financial aid or alumni. Women also are commonly found in the positions of director of personnel and affirmative action.

For example:

Position in 1975-76	Percent filled by women
President	6
Chief Academic Officer	12
Chief Business Officer	5
Chief Development Officer	8
Chief Librarian	33
Director, Alumni(ae)	34
Director, Placement	36
Director, Student Health	42
Director, EEO	42

• As was true with all other leadership positions, women are less likely to be top-level administrators (especially presidents!) at large, coeducational schools and in public institutions than at private schools or schools with enrollments of fewer than 1,000 students. However, even here, women are concentrated in the lower echelons of the university hierarchy of administrators.

Those facts are verified by data gathered in *But We Will Persist*, a study of 600 colleges and universities sponsored by the AAUW (Howard, 1978). *Change without progress* sums up the evolution of women's status on the college campuses since 1970. Women in academe are far from achieving equal status with men despite six years of affirmative action, Title IX, and other equal opportunity laws. While the sex disparities identified in this study may stem from many causes—institutional policies and practices, social attitudes, and economic conditions—they provide strong evidence of the persistence of discriminatory practices.

Prospects for the 1980s

It is that depressing scene, coupled with the economists' forecasts of slow economic growth and continued high inflation, that is giving rise to increased "job burnout" or "stuckness" for the many women and men who are not promoted or who do not have a chance for change or personal and professional growth opportunities. According to Rosabeth Moss Kanter, a well-known sociologist, those people who hold jobs that do not offer advancement opportunities or even opportunities to develop more skills or pay—who are not somehow moving up the career ladder—are the "stuck." Those who have jobs that offer a great deal of opportunity or prospects are the "moving." "Job burnout" is an expression used to describe the feelings of frustration, bitterness, depression, alienation, and even withdrawal that result from one's sense of "stuckness." Because of these attitudes, the stuck reinforce their own stuckness. They give up trying to get ahead, sometimes developing physical ills and/or problems in their personal relationships, or they turn into petty gripers or blockers who resist new ideas and innovations ("Job burnout," 1980).

Today, many women already find themselves "stuck" in academic and in other workplaces. Moreover, this comes at a time when we anticipate an era of even more "stuckness" (Promotions may end . . ., 1979).

Jerome Rosow, president of Work in America Institute, reports that the population explosion of the late 1940s and the subsequent growth of educational opportunities have produced an overabundance of people with managerial skills. Career advancement will come to a halt for many people in their forties during the next decade. Rosow noted

> "The basic tool for creative coping is networking."

that, in 1975, more than 39 million people in the prime age group of twenty-five to forty-four years old were in the civilian work force. He predicts a 55 percent increase, so that this figure will rise to 60.5 million by the end of the 1980s. Concurrently, limited industrial and organizational expansion will result in a shortage of managerial positions for qualified applicants.

Thus, in addition to the barriers to advancement because of *discrimination*, there

will be barriers because of *lack of jobs*. No matter how good one might be at his or her job now, prospects for the 1980s indicate that there will be few challenging leadership positions to go around.

Rosabeth Moss Kanter has provided a vivid description of the problem:

> One company in New York feels that all of its middle managers are virtually stacked up over LaGuardia in a holding pattern waiting to land as soon as somebody vacates a position. I sometimes feel that way about the academic workplace as well: junior faculty pushing each other (and their senior colleagues) to take jobs elsewhere so as to vacate a position. They know there is no room for them unless there is a slot. This hovering, vulture-like atmosphere is new—at least in magnitude and pervasiveness (Kanter, 1979, p. 4).

The lack of jobs is a problem to be faced by both men and women, but it is clear that more women than men will bear the consequences. Because women must surmount *both* barriers—discrimination *and* lack of jobs—they need special coping mechanisms. It is easy, otherwise, for even the brightest and most qualified women to become discouraged and to give up because they feel they are unable to exercise control over their own lives.

Strategies for coping creatively

When looking at the problem of "stuckness," one questions what is bad about being "stuck" and what one would gain by being "unstuck." To be stuck is to lack opportunity for personal and professional growth and visibility and, as a result, to feel bored and unappreciated. The problem, then, becomes one of eliminating the boredom and obtaining recognition. The solution involves personal action, which is difficult to initiate when the "stuckness" has set in. Yet, when being stuck becomes painful enough to stir one to action, there are creative possibilities for change and growth.

Ground rules

There are two prerequisites for creative coping: (1) the individual accepts responsibility for the direction of his or her life and does not assume that its direction cannot be changed or modified; and (2) the individual looks actively for creative solutions and takes steps to further his or her goals. A stuck individual may find it difficult to muster the energy and enthusiasm for this project, but all that is necessary is to make a start and then keep going. Stuckness, like depression, is best cured by action. As long as the effort is made, it will be reinforced (if only, sometimes, by the feeling that one is taking charge).

It should be noted that, although this article is devoted to *individual* approaches, this does not mean that institutions themselves should not be responsible for the growth needs of their employees. Certainly, there are actions that institutions can take to eliminate the alienation of being stuck. As Kanter has suggested, some of these can be developmental activities, clearer career paths, job rotations, lateral transfers, and more explicit recognition of an individual's contributions. But for those individuals at institutions that have not yet initiated these actions, there are creative ways to cope—ways to make the contacts and obtain the intellectual stimulation that lead to personal and professional self-renewal.

Networking

The basic tool for creative coping is networking—the exchange of ideas, information, and strategies with an ever-expanding group of acquaintances. Such exchanges can be expected to produce a variety of benefits—access to new jobs, assistance when needed professionally, or a referral to an appropriate resource. But the main point of networking is to increase and then maintain visibility, to become known and respected by an ever-increasing number of individuals. With visibility come wider options, and it is the options that allow a person to pull away from a stuck situation. If people and their work are known, those persons are thought of when growth opportunities do crop up. So, networking should become a way of life. Calling or writing colleagues, having lunch with new people, keeping in touch with personal friends—all are important so that you will come to mind at the crucial times when your contacts are asked to suggest potential speakers, job candidates, and so on. The aim is to have someone say, "When Professor Jones asked me to recommend someone to write an article, I immediately thought of you."

Yet, it is not enough that your name or your face be widely recognized; it is your skills that you want known. It is not enough

to keep in touch with people if they are not aware of your strengths and areas of expertise. Discussing your own work, goals, and abilities is one way of adding to your professional reputation. Sharing information also creates confidence in your abilities, as do knowledgeable questions.

Some of the strategies listed below incorporate additional methods for making your skills known. They are, however, all based on networking. It is networking that allows for a variety of chain reactions to take place. Through networking, an individual's action can have wide impact and, ultimately, can redound to his or her benefit.

Other suggestions

• **Outside "enrichment" activities.** Like the bright child who needs more varied school work, the "stuck" individual needs to find opportunities for challenging, creative work beyond daily routine tasks. These activities can provide personal stimulation as well as career-useful achievements. Possibilities are endless. There is, for instance, the matter of using your research creatively. The more exposure your research receives, the more reward you will feel for having done it and the more professional recognition you will receive. Such research does not necessarily have to be extensive.

> "To be stuck is to lack opportunity for personal and professional growth and visibility and, as a result, to feel bored and unappreciated."

Lucy Sells, a feminist sociologist, spent one-half hour on the campus of the University of California at Berkeley determining that most women students were precluded from taking many courses because they had not had the high school math prerequisites. She had spent minimal time; yet, she had made a very important discovery. Her next step, though, added the excitement: she sent her findings to key activists, associations, legislators, and policy-makers, telling them about the "mathematics filter" she had uncovered. People then knew about Lucy Sells and her ideas, and she was invited to give speeches, to travel to conferences, to present papers, and to prepare testimony for the U.S. Congress.

In a similar fashion, even starting appropriate research, whether or not it ever is finished, can yield a new set of acquaintances and wider exposure. A few years back, one of the authors of this article decided to put together a textbook on sexism in education. It was to be a compilation of chapters by various experts in the field. These experts were contacted by mail or, when feasible, in person. Although this textbook never materialized, the experts became professional friends, and the search yielded opportunities for consulting jobs and, finally, a new position. *A chain reaction set in that led to heretofore unenvisioned options virtually impossible to structure deliberately.*

If research is not your interest, try creating an idea for a program—or a grant. The key here is to actively seek out advice from others—either your colleagues or those in more influential positions. Use your idea as a catalyst for bringing people together. Show that you are creative and thoughtful but also open to new information and growth. With this particular approach you get an added bonus—people attribute power to you, even though you may not have any unless your program or grant becomes a reality. If you are putting together a program and looking for speakers, your ability to give someone a speaking slot is your ability to reward someone. Most people, like yourself, are interested in new ideas and therefore willing to discuss them, but for those more resistant few, you can offer them a growth opportunity or perhaps even a chance for employment. If you are creating a grant proposal you will probably need to write in staff and consultants. Ask the people with whom you are talking how they would like to be involved in your project—where they think they could fit in. They will have even more reason to explore the concept with you.

Attributed power brings with it a sense of control. If you are feeling stuck and without impact in your current employment, assuming control over a research project, a book, or a grant proposal can help reverse that trend. Other benefits that accrue to you are

greater visibility, an enhanced resume, and the reputation for being a self-starter, all of which increase your chances in the job market.

This is the place to reemphasize the need for making your interests, areas of expertise, and work known to those who are already "visible," since they often *need* names, *new* names. It will not hurt to send any already visible person a resume and say you want to read grant proposals, be on advisory committees, consult, and so on. Call these people or, better yet, visit when you can.

• **Study.** Obvious as this alternative should be to us, it is often the last to be considered. One can undertake the study of a subject purely out of personal interest. The immediate benefits are intellectual stimulation and a new topic of conversation. Yet, there are often instances of the subject's becoming relevant to the institution, at which point the studied subject is no longer purely academic. A doctoral student undertook an investigation of the complex relationships between her university and the state legislature. Upon completion of her dissertation, she was able to carve out a job for herself as vice president of public policy, advising the administration on the legislative realities and lobbying the legislature on behalf of her university.

Even the "study" necessary for keeping up-to-date and well-informed on pertinent issues can add to one's growth and awareness. Getting on mailing lists and finding out what's going on provides a storehouse of information which can be shared with others. Individuals with recent data can become highly visible and influential.

If a person finds the idea of study appealing but does not have some long-ignored pet curiosity, the idea is to determine what area is and will continue to be—or is about to be—pertinent to his or her institution, and then to develop expertise in that area. For instance, a colleague of ours studied organizational development and planning and then, about a year later, was able to lead her entire department effectively through a lengthy, complicated reorganization process.

• **The direct approach.** Job hunting, even if it does not yield a new job, is a project in its own right that engages one's intelligence in planning, decision making, and action. It also provides all the benefits associated with networking, basically because the method used in looking for employment is the same as that used for developing a professional reputation. If the process can be appreciated for these benefits and not undertaken exclusively for the end result, one's self-esteem and sense of worth will be increased. The decision to job hunt should be made judiciously, however, because there are potential negative side effects. Lack of success in reaching the final goal can lower one's self-esteem and add to one's feelings of frustration and stuckness.

Although the most productive job-search techniques revolve around networking, that should not be taken to mean that the traditional methods (responding to ads in *The Chronicle*, for example) will not be useful. While such a passive approach tends to lead to many rejections, there are occasional interviews that result. Look on these not just as job interviews but as opportunities to expand your personal and professional networks. (For an elaboration of networking as a job-hunting strategy, see Downey & Howard, 1979.) Out of job interviews have come personal and professional relationships that have led to professional opportunities. Even if you do not get a new job, you will gain more firsthand information about other situations and systems that may be useful in the future.

> "'Do unto others,' while it is best implemented for its intrinsic value of helping others, may occasionally result in a growth-producing opportunity for you as well."

• **Mentoring.** Lastly, no one wants to have one-sided "contacts." It is the responsibility of those seeking assistance from networks to give as well as to get. You should be willing to provide advice, visibility, and experiences for others. The Golden Rule is the embodiment of the "chain reaction." "Do unto others," while it is best implemented for its intrinsic value of helping others, may occasionally result in a growth-producing op-

portunity for you as well. Sometimes you will find the mentoring role fulfilling in itself. Additionally, the person you assist may return the favor. Satisfaction also comes from being the one who links up the person seeking visibility with the person looking for help. That's networking with a double whammy.

Life-style

Think of creative coping as a life-style. By cultivating old contacts and developing new ones, by seeking out new experiences and pursuing new interests, you are continuously involved in the process of self-renewal.

We live in a world of rising inflation, tight job markets, persistent discrimination. Creative coping enables a person to leap these barriers to individual growth and development; it empowers a person to move beyond external limits and develop his/her own potential. The only real barriers to self-renewal are the limits of one's imagination.

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In preparation for the National Women's Conference in Houston, Texas, in November 1977, Ms. Downey was actively involved in developing and coordinating the information-sharing and strategy-planning Women's Conference Network of more than forty nongovernmental organizations. The network was credited by media and women's organizations for the event's unity and productiveness.

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APPENDIX B

IS IT TIME TO LEAVE YOUR JOB?

by Mary-Scott Welch

Sooner or later in everyone's working life the question comes up: Should I quit this job and move on to something better? Here are 15 salient points to consider so that you can make that important decision wisely and well.

Time to leave your job? Unless your immediate thought is, What a silly idea! I love what I'm doing..., you may become one of the 3.5 million women in the United States who will change jobs this year. Your reasons may have to do with feeling restless or bored, with thinking you are overworked or underpaid or with seeking the personal satisfaction the right job can offer--and you have a right to expect, whether you're a saleswoman or an architect or a bus driver. Or your reasons may have to do with strategies for building a career, if you have definite goals in mind.

Not so long ago, moving from job to job was considered poor policy. It was called "job hopping" and it was said to announce: "This person is frivolous." That's changed now. Some savvy observers of the current scene say that women who are building careers should change jobs every two years during the early stages and think seriously about moving every five years thereafter. Why the change? And why is this new advice directed especially at women? The answer has to do with the nature of the workplace itself. Most women's pay is lower than most men's from the start. We'll never catch up by sitting still for annual merit raises of, say, 10 per cent, much less 7 per cent under the new Presidential guidelines. Seven or 10 per cent of underpay is still underpay. The same goes for new titles and responsibilities. People who knew a woman as a secretary will almost always think of and treat her as a secretary, no matter what larger job she later fills. She has to leave old associations behind if she wants to project a new image.

Men don't have the same problems. The chief executive officer of your company might have started out in the mailroom, but nobody is handing him any packages to deliver. Your sales manager is paid what the job is worth, not just a percentage increase over what he was worth when he joined the company.

Not everyone changes jobs as part of a long-term career strategy, but the advice to women intent on getting ahead may be useful to any working woman--if not now, maybe five years from now. Ultimately the decision is yours, and it is you who must determine whether you should really change jobs or simply change the situation in your present workplace. The basic idea is to examine your present job very carefully, deciding precisely what's wrong with it in terms of your particular needs, instead of acting out that vague, general dissatisfaction that all of us feel about our work from time to time.

Here, then, is advice from women who have made successful job changes and from professional counselors who help women negotiate such moves. We've come up with 15 reasons why it might be time to change jobs. They're not equally important. Some are what we might call cashbox reasons--matters of dollars

and cents. These reflect facts, the easiest to compare when you're considering a new job. The others might be called strategy or personal reasons, pertaining more to feelings of growth. Know what's more important to you so you'll know what to look for if you do decide to leave--and what you're willing to put up with if you decide to stay.

CASHBOX REASONS

Consider a move...

(1) ...if you're overworked. Ask yourself if the overwork is chronic, or the result of a special assignment that you should welcome as a chance to show your stuff or the fallout from a crisis that probably won't recur. Make sure too that the condition is not caused by your own work style. Are you doing everything yourself? Are you being too meticulous?

Once you're sure the overwork is real, present your boss with a specific plan for lightening the load so you won't be called a mere complainer. Submit the plan in writing, complete with costs, if you are in a position to obtain them, and are certain they are accurate. Keep a copy for your personal job folder. Your solutions may include adding staff, updating equipment, farming out certain personal or specialized jobs. If your plan is turned down, and particularly if the reason is "We can't afford it," you're on notice either that your work is not considered important enough to support or your productivity will soon be questioned--or both.

(2) ...if you can better your working conditions, even with no change in salary or status. Ordinarily each move should improve your salary and/or your opportunities, but it's legitimate to change jobs for a better work environment. The waitress who moves from a bar-and-grill setting to a family restaurant, the beauty operator who moves to a better neighborhood, the typist who switches to a company that has its own low-priced cafeteria--these women aren't "getting ahead" in the usual sense, but they're improving their day-to-day work lives.

May Yee, of New York City, was right to leave one department store for another without advancement. On her first job the cash registers were slow and the management refused to replace them with newer models, so all day long she had to deal with lined-up customers who understandably, but nevertheless unpleasantly, became irate. Now she works at a store where the policy is to keep the customer happy. The staff is larger and the equipment is fast. May's pay is the same but her job is better.

(3) ...if you're underpaid. While you're harboring this suspicion, better face some disagreeable facts.

First fact: Your company probably is not breaking the "equal pay" laws, and purely in the interest of lowering turnover, it's probably paying the going rate for what you do. If a competitor is paying more, that's because it has less to offer in other respects: location, reputation, work environment, fringe benefits, perhaps "glamour."

But your individual salary might have fallen through the cracks of generally equitable salary policy, so it's worth checking, if you can, to find out: (a) what your company is paying other people for work like yours

and (b) what other companies are paying your counterparts. You'll probably have to spend some time in the public library, checking out industry averages. (See Government publications such as "The Occupational Outlook Handbook" and "Occupations in Demand"; check business periodicals for articles reflecting confidential salary studies, such as those conducted by the Administrative Management Society, the American Management Associations and the Financial Executives Institute.) Other good sources are executive search firms, if you're a potential client, and blind ads placed by employment agencies. But be prepared to learn that you're not underpaid in these terms.

Second sad fact: If you're doing what's considered a woman's job--if, that is, 70 per cent or more of the people in your type of job or your field are female--your "underpay" is probably not correctable on an individual basis. To correct it you'll have to work with an organization, carrying your whole sex or class along with you. According to labor educator Anne Nelson, codirector of the Institute on Women and Work, at Cornel University, organized women could do a lot by taking a greater role in their unions, insisting that women in the office be paid as much as men in the shop. All women could get behind the concept of equal pay not just for equal but for comparable worth, a goal of the National Commission on Working Women, in Washington, D.C. But if you're just one woman feeling underpaid in one "woman's job," simply changing jobs won't help; you'll have to change occupations.

(4) ...if you've been passed over for a promotion you expected. However reasonable the explanation, and even if you believe it, now's the time to start looking. Don't announce that fact; do extract assurances that you're in line for the next opening but don't wait to see if you're passed over again.

A study for the Office of Personnel Management (formerly the Civil Service Commission) showed that Federal employees usually are promoted every 22 months; the average interval in the private sector is 30 months. If you work for a company that has formal performance-evaluation systems and periodic salary reviews, anticipate them, finding out well ahead of time how you're doing. The personnel director of a large accounting firm in New York City put a rating sheet in front of her boss after seven months on her job. "I expect a raise and a promotion in July," she said. "I don't want any surprises." (He checked "aggressive" among the attributes on the list but also said, "I like healthy ambition.")

STRATEGY REASONS

Now we come to the more personal, less tangible, but nonetheless valid, reasons for changing jobs. Consider a move...

(5) ...if you're too comfortable--which probably means you know exactly what you're doing at all times, do it with the utmost confidence and get frequent pats on the head just for being you. To the career woman who wants to "get ahead," comfort is dangerous. It signals stagnation. It may also lead to being taken for granted. If you job hasn't expanded in the past two to five years, complete with bigger title and paycheck to match, you're in danger of becoming "good old Jane." In Men and Women of the Corporation, Yale sociologist Rosabeth Moss Kanter analyzed the success of what she called "water walkers"--the fast-rising executives in the large company she studied in depth. They all were doing visible, out-of-the-ordinary work--solving problems,

initiating methods. Whenever the function they performed became routinized, an expected part of the regular operations, they moved on to new ground. The lesson is there: The stars hit and run. They don't stick around after they've proved what a good job they can do.

(6) ...if you're not feeling up to snuff. Maybe you're bored. Boredom may show itself in excessive fatigue, headaches, inability to concentrate, over-fussiness about detail and touchy irritability, which is sometimes a cover for anger.

Messages from your body can also mean that your work is providing you with the wrong kinds of challenges. That was the case with Loretta M. Menger when she was district manager of Equitable Life Assurance Society. She was the only woman among four district managers; she was totally responsible for recruiting, hiring and training a corps of agents; she thought she ought to be proud and glad. Instead she was depressed. When after seven months she asked to be relieved of the assignment, her usual verve came back. "Being district manager was like being a mother," she said, "or a teacher. I had to act through others. What my body knew before I did was that I don't like joint work."

Your body may be objecting to your job in other ways--perhaps less obvious than the kidney ailment that a Pennsylvania construction worker suffered because she couldn't bring herself to use the dirty, unlocked toilets at her worksite and the knee problems that telephone lineswomen have developed because the first footing on a telephone pole is too high off the ground for them, but worthy of your note nonetheless, and maybe even reason for a change.

(7) ...if you're indispensable right where you are. If you could hire and train your own successor tomorrow, you're too interchangeable with others. But if, at the opposite extreme, replacing you would be difficult, expensive and disrupting of your organization, you may be unpromotable: You're too valuable.

(8) ...if you're cast in a supporting role. If you want to be president of the corporation, get thee as quickly as possible into a line job. The line is directly involved with the company's product, whatever that may be; it makes money. Everything else is staff, supporting the line. Presidents invariably come from the line (sales and marketing, manufacturing, operations), not from the staff (personnel, communications, purchasing). They may sample the staff departments in their early training, but they don't stay long.

(9) ...if the company generally is not promoting from within--especially not women. One executive recruiter believes "men don't know how to assess a woman's capacities, so they rely on the judgment of their competitors. Only when another company has elevated a woman does she begin to seem 'qualified.'" If your boss, or your whole company, is like that, find the other kind. The acting president of Yale had to go elsewhere to become president in her own right. Yale went outside to find a man. Hanna Holborn Gray is now president of the University of Chicago.

(10)...if you can't stand your boss. According to Maureen Sullivan, who gives seminars on interpersonal skills for New York University, "what's important is not the boss's behavior, but your reaction to it." Don't discuss your boss in job interviews elsewhere. "Personality conflict" is the accepted euphemism. Or you might say something like, "I find I do my best work in an

atmosphere of calm deliberation. I know that some people seem to thrive on crises--my present boss does--but..." That way, if your present boss later gives you a less-than-glowing reference--saying you don't react well under pressure or you don't plan far enough ahead--you'll have laid the groundwork for a positive interpretation. And you'll have done it without bad-mouthing the boss.

(11)...if you're a token and haven't the stomach for it. Women who are pioneering in nontraditional jobs and women who are the only ones of their sex in their office or plant are doing the rest of us a great service, paving the way for others by proving that they can indeed perform well at a type or level of work ordinarily restricted to men. But the strain on their psyches and sometimes the toll on their health can be devastating. So don't feel guilty if you decide to let someone else be the first.

"My current goal in life is to be second, somewhere," said Donna Widman, sales counselor for General Electric in Portland, Oregon. She was the first female timekeeper at Philip Morris, Inc., the first woman in the General Electric sales-training program in Boston and the first GE saleswoman in Portland.

(12)...if your company is going downhill. This may be difficult to judge from a lowly position and few of us are equipped to study reports to the stockholders the way financial analysts do, but you can follow business news. Read the Wall Street Journal even if it bores you to death at first.

(13)...if you're about to be fired. Except for losing your unemployment insurance benefits, it's better to resign gracefully than to be "terminated." And it's better to make that decision well ahead of time so that you can use your present office (and telephone and photocopying machine) as a base for a job hunt. If you have a sympathetic boss, you can be open about your activities, perhaps asking to be "docked" for whatever time you spend on interviews. If you're not so lucky, find a pay phone on another floor out of sight and sound of colleagues; learn to say, "I'll call back" instead of leaving your phone number for return calls; and work fast.

Many a firee now claims that being dismissed was the best thing that ever happened to her. Some women were shocked out of the inertia that had been keeping them in jobs they ought to have left anyway. Others were more alert after that to the political reasons why people lose jobs. "I can't believe it now," one woman said, "but I actually read about a proxy fight involving my company without once considering that it might affect little old me. When a new management came in, with a whole new team that didn't include my boss, I was surprised and hurt to be let go. If I'd had my antennae out then, as I do now, I'd have had a full three months' head start on getting a new job."

(14)...if you need more training to qualify for promotion. Going back to school is a cop-out for some women: It's easier to get good grades in class than to make it in the work world. But if you decide on more schooling, maybe you should stay in a company that picks up (or helps with) tuition costs. Or maybe you should take a less-demanding, part-time job to pay expenses while you focus your energies on school.

(15)...if you're not having any fun. We've all become so serious about our careers lately that we're apt to forget there's more to work than work. For some women trying to make it into management, even lunch and coffee breaks are work--they're always afraid of making a political misstep. If your job doesn't let you look up from it once in a while, if it's all work and no play, without the compensating feature of challenge and personal growth that many women consider "fun," you may want to start looking around.

How to find your new job is another subject, but how to leave your old one belongs here. The answer is: Exit smiling. Your expressed reason for leaving should be simply: You have been offered a better opportunity elsewhere. What's wrong with your present job should not enter into the conversation with your boss or the personnel department. Remember, you want a good reference. You may someday want to go back to work in that company or for that boss on his or her next move.

It may happen that your resignation will prompt your present employer to match your new offer in order to keep you. Depending on your reasons for leaving, you may want to consider the new deal, but as a rule the best strategy is to refuse--with thanks, with regret, but with firmness. The hardest thing in the world is making a difficult decision and sticking to it. But consider the words of a young woman who felt her boss was overprotective, patronizing: "Don't make it so easy for me," she said. "It's hard enough already." THE END

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